

**CONFIDENTIAL**

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CPYRGHT

"ALWAYS DREAM AND SHOOT HIGHER THAN YOU  
KNOW YOU CAN DO. DON'T BOTHER JUST TO  
BE BETTER THAN YOUR CONTEMPORARIES OR  
PREDECESSORS. TRY TO BE BETTER THAN YOURSELF."

WILLIAM FAULKNER

# OTR BULLETIN

**JANUARY-FEBRUARY 1965**

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## IN THIS ISSUE ....

The Bulletin Board has a special message to Training Officers.

If you are a professional employee who has recently entered on duty, read the article on Introduction to Intelligence.

The eighth in a series of articles on Senior Officer Schools -- Advanced Management Program, Harvard University.

If you are not already aware of the training system of the Communist clandestine services, you should read the article on page 17.

# BULLETIN BOARD

ONCE OVER  
POLITELY-  
REMINDERS TO  
TRAINING OFFICERS

Since you are OTR's liaison with students, we are asking you once again to give special attention to briefing those who are to attend classes at OTR's location at 1000 Glebe. In addition to telling the student the time to report and the room number for the class, please include in your briefing:

- a. Parking in the lot at the back of the building in which OTR is located is by permit only; some who have parked there illegally have been issued a summons. There is plenty of off-street parking within two blocks of the building.
- b. The exact location of the building is 1000 North Glebe Road. It is the blue (noticeably so!) building at Fairfax Drive and North Glebe. The number is now clearly shown on the front of the building. (There have been security breaches by the "uninformed one"--the one who inquires of anyone on the street or in the adjacent buildings of the location of the "CIA's Office of Training.") Security is critical; we need your help.
- c. Badges must not be in evidence in the building until the person reaches the fourth floor and at that time the badge must be shown to the guard, then displayed on the outer clothing. Wearing the badge is required on the fourth through eighth floors.
- d. There is shuttle service between Headquarters and 1000 Glebe--it leaves every hour on the half

hour from Headquarters and every hour on the hour from 1000 Glebe.

Student Attendance: About a week before an OTR course is to begin, AIB calls you to confirm the attendance of the employee(s) you have registered for the course. At this time too, you are informed of the time and place of the course so that you can brief the employee. Unless AIB hears to the contrary, your employee is expected to report on time on the opening day of the course. AIB notifies you first if there is a need to discuss attendance matters directly with the student.

Please call AIB immediately after you learn that one of your employees will not be able to attend a course for which you have registered him. Your call of cancellation will help immeasurably in AIB's arranging the attendance of "standbys" for a course.

About Form 73: It is sent to the Admission and Information Branch in duplicate. If the student is a D designee, it is sent to AIB through the DDP/TRO. The instructor's copy is to be signed, dated, etc. as is the original. More and more instructors depend on what is shown on the form, particularly in Item 8, "Assignment and Experience as they Relate to Requested Training," to organize their classes and to present their material.

Prerequisites: In the OTR Catalog the prerequisites for each course are included with the description of the course. Please make a special point to check the prerequisites so as to insure your applicant's being accepted for the course. If you are concerned about waiving the requirements, call the Chief Instructor or C/AIB on extension

Changes of Dates of Courses: The Management Faculty of the Intelligence School finds it necessary to change the dates of the Management course for GS-11 through GS-14, originally scheduled 11-16 April, to 19-23 April; the Supervision for GS-5 through GS-10, originally scheduled from 22 to 26 March, to begin on Thursday, 25 March and to end on Wednesday, 31 March. Supervision for for GS-5 through GS-10, originally scheduled for 26 to 30 April, will now be given 3-7 May.

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AAO's Discontinued: OTR Special Bulletin [REDACTED] carries the announcement that Americans Abroad Orientations have been discontinued. Some of the information presented in the AAOs will be included in the Dependents Briefing. The announcement also carries a schedule of the FSI three-week intensive area course. Information on the expanded Dependent's Briefing will be published in regular and Special Bulletins.

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National War College Lectures: Officials at the National War College have asked for more lead time to register guests for lectures in their regularly scheduled monthly series. (Each series is published by OTR.) Therefore, the Registrar requires that requests to attend a lecture are called in [REDACTED] at least five working days in advance of the date. Note: There is no change in registration for lectures at the Industrial College of the Armed Forces: requests must be made to the Registrar three working days in advance.

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NEED FOR  
PART-TIME  
LANGUAGE  
TUTORS

The Language Training School of OTR has a shortage of part-time tutors, particularly in Portuguese, Italian, Greek, Turkish and Japanese. LTS is also interested in building up its cadre of part-time tutors in other languages. Staff employees are encouraged to submit names of dependent wives or other dependents with native or very high proficiency in any language. For further information, call extension [REDACTED]

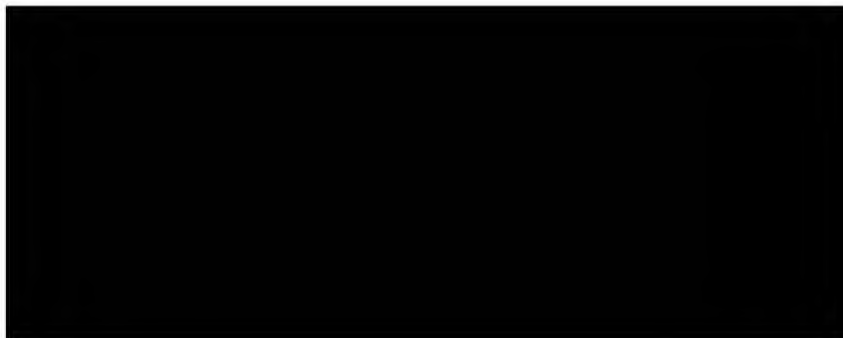
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NEW TRAINING  
OFFICERS AND  
ASSISTANTS



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APPLICATIONS FOR  
EDUCATIONAL AID

Forms for applying for scholarship assistance through the Agency's Educational Aid Fund are now available in the office of the Executive Secretary to the EAF, Room 811, 1000 Glebe. The forms and information on the fund can be obtained by calling extension [REDACTED]

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Applications for assistance must be returned to the ES/EAF by 1 April if an individual is to be considered for the 65-66 academic year. Successful applicants will be notified of their awards sometime after 1 July.

1964 STUDIES IN  
INTELLIGENCE  
AWARD

The Studies' annual award of \$500 for the most significant contribution to the literature of intelligence was shared in 1964 among three authors (two from the DDI and one from the Clandestine Services) whose articles were adjudged to be of indistinguishably high merit. They are:

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[REDACTED] in the fall issue tells of the development of a new methodology -- for which the author had been largely responsible [REDACTED]

whose review of difficulties in [REDACTED] "lection" overseas appears in the spring issue; and Andrew [REDACTED] for a vigorous and imaginative approach to [REDACTED] published in the winter issue. Each winner received \$200.

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WHITE HOUSE  
FELLOWS

On 3 October 1964, President Lyndon B. Johnson announced a new program of White House Fellows to be financed by the Carnegie Foundation. The purpose of the program is to give young men and women between the ages 23 and 35 first-hand, high-level experience of the workings of

the Federal Government and to increase their participation in national affairs. Final selection will be made by the President who will base his decision on the recommendation of a Commission on White House Fellows, chaired by David Rockefeller. Winners will be announced in the summer of 1965.

There will be 15 Fellows a year and each will serve for 12 months. They will be chosen from business, law, architecture, journalism, university study and other occupations. Each must be a citizen of the United States, a graduate of an accredited four-year college. He must be of high moral character, have exceptional ability and possess marked leadership qualities. One Fellow will be assigned to the Vice President's office, one to each Cabinet officer, and four will be assigned to members of the White House staff. In addition to daily work, they will participate in seminars and other activities especially planned to advance the purposes of the program.

The stipend for each Fellow will range from \$7500 to \$12,000 a year, depending on his age. Married recipients will receive an additional \$1500, plus \$500 for each child, and moving costs and round-trip transportation to Washington will also be included.

For further information call [REDACTED], AIB/RS/TR, on extension [REDACTED] or write personally to the Commission on White House Fellows, The White House, Washington, D.C. 20500.

TWO FELLOWSHIPS  
AT HARVARD'S  
GRADUATE SCHOOL  
OF PUBLIC  
ADMINISTRATION

Two fellowships are offered by Harvard's Graduate School of Public Administration: The Littauer Fellowship for the experienced Government employee, and the Administration Fellowship for the person with less Government experience:

The Luis N. Littauer Fellowships are for public servants who have considerable experience in Government and preferably have completed some graduate study in the social sciences. It is also expected that they will continue their careers in Government service either at the Federal, State or local level. The program will be concentrated in one of the social



sciences or it may be a combination of fields suited to specific needs. The annual awards will be announced on or about 1 April 1965 for the 65-66 academic year. Fellowships are adjusted in amount to the needs of the individual and they may carry stipends up to a maximum of \$5,300.

The Administration Fellowships are for recent college graduates who have had some experience in the public service and who have distinguished themselves in their undergraduate work. A limited number of these fellowships is also available to recent college graduates who are without Government experience but who intend to enter public service.

Agency employees interested in obtaining information on these fellowships may obtain an application, catalog and other information by writing to the Registrar, 123 Littauer Center, Harvard University, Cambridge 38, Massachusetts. NOTE: If an employee plans to apply personally for one of the fellowships he must observe the Agency's security requirements.

THE NAFSA  
DIRECTORY  
1964-65

The National Association for Foreign Student Affairs (NAFSA) has published a membership directory of NAFSA, Foreign Student Advisers, Fulbright Program Advisers, Teachers of English as a Foreign Language, Foreign Student Admission Officers, and Community Hospitality Program Leaders of U.S. Institutions of Higher Education. The directory is available for you to use in Room 839 - 1000 Glebe, or you may call [REDACTED] on extension [REDACTED] for information on its content.

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SCHEDULE OF  
PRETESTS FOR  
OTR CLERICAL  
REFRESHER  
COURSES

Purpose	:	To determine the level of shorthand or typing course for which an employee is qualified.
Place	:	2103 Washington Building Annex, Arlington Towers.
Time	:	0920 hours on the scheduled date.

Registration : Form 73 is sent to AIB/RS/TR for Clerical Refresher Course. AIB then registers employee with Clerical Training/IS/TR for pretest.

Dates of Courses and Tests : 22 March - 16 April  
 Pretest 17 March -- typewriting  
 Pretest 18 March -- SHORTHAND

26 April - 21 May  
 Pretest 21 April -- typewriting  
 Pretest 22 April -- SHORTHAND

1 June - 25 June  
 Pretest 26 May -- typewriting  
 Pretest 27 May -- SHORTHAND

AGENCY  
 QUALIFICATIONS  
 TESTS-FOR  
 CLERICALS

Purpose : To qualify employees for positions as Agency typists or stenographers

Place : 2103 Washington Building Annex, Arlington Towers.

Registration : Training Officer calls Clerical Training Office directly; extension [REDACTED]

Time and Day of Test : Given to the Training Officer when he registers his employee.

Dates	:	<u>Typewriting</u>	<u>SHORTHAND</u>
		1 March	2 March
		15 March	16 March
		5 April	6 April
		19 April	20 April
		10 May	11 May
		24 May	25 May
		14 June	15 June
		28 June	29 June

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## INTRODUCTION TO INTELLIGENCE

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Have you recently entered on duty with the Agency as a professional and not yet taken the Introduction to Intelligence course which can give you a basic understanding of the fundamental concepts of intelligence and how it is used to support national policy?



Do you know the role of the various intelligence agencies with which you may have to deal and do you understand their interrelationships?



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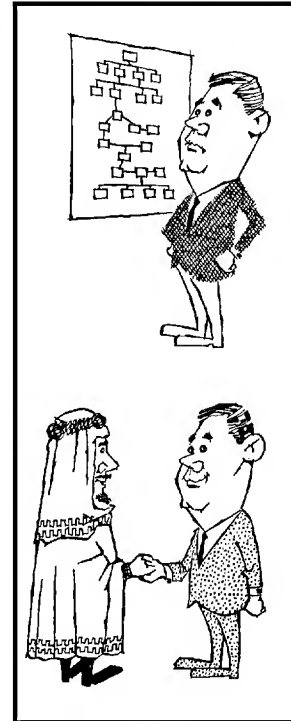
Editor's Note: Introduction to Intelligence and Introduction to Communism (Intelligence Orientation) are required courses for all professionals entering on duty with the Agency by [REDACTED]. An article on the Introduction to Communism course will appear in the March issue of the OTR Bulletin.

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If unable yet to qualify for a more advanced course, do you need the basic course to refresh you on the organization and recent changes in the Agency and the intelligence community?

In analytical or operational situations, are you prepared to cope with the often biased questions from the uninformed foreigner on the United States and its domestic and foreign policies?



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Answers to these questions and information on other topics are included in OTR's two-week course, Introduction to Intelligence. The next running is from 1 to 12 March.

Generally, the course covers the organization for intelligence, the intelligence process (collection, production and dissemination), intelligence repositories, science and technology in intelligence, Agency operations, support functions, and the "American Thesis." Specific subjects are outlined in the schedule on the following pages. The material is presented in seminars, lectures, films, and in reading assignments. Guest speakers from other Offices of the Agency complement the instruction given by staff members of OTR.

The theme of the "American Thesis" is woven throughout the course. The purpose of this thesis is to call attention to some fundamental concepts and ideals which the majority of Americans has accepted as part of its way of life and as standards not only for judging Americans but also for judging foreign nations and cultures. The intelligence professional has a particular responsibility to be aware of how foreigners view Americans and judge them; how they shape their policies and react to American policies. On the basis of the background which students

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should possess, instructors guide them in role-playing some situations which they may encounter overseas in order to help them arrive at meaningful answers to the often biased questions from the uninformed foreigner.

Basic outline of course schedule of Introduction to Intelligence:

1st day	0845-0910	Registration
	0910-0920	Introduction to Training
	0920-1010	Introduction to Intelligence Orientation: Security and Emergency Briefings

ORGANIZATION FOR NATIONAL SECURITY AND INTELLIGENCE

1030-1130	History of American Intelligence
1140-1200	Reading and Review
- - - - -	
1300-1330	Film: <u>The Third World and U.S. Interests</u>
1340-1430	Seminar: Basic Concepts of Intelligence
1440-1550	The National Security Council and the Intelligence Community
1555-1630	Reading and Review

2nd day	0900-0920	NSC Exercise
	0930-1020	The Intelligence Community: Collection and Production
	1040-1110	Film: <u>Key Men in Key Positions</u> (The Air Attache)
	1120-1200	Study and Discussion: NSC Exercise
	- - - - -	
	1230-1300	Film: <u>Free Europe, Part I</u> (Optional)
	1300-1350	The Organization of CIA

THE INTELLIGENCE PROCESS - COLLECTION

1410-1500	
1510-1540	
1550-1630	Study and Review

3rd day 0900-0950 Clandestine Collection

SCIENCE AND TECHNOLOGY IN INTELLIGENCE

3rd day 1010-1100 Science and Technology in Intelligence: The  
 (cont.) DDS&T  
 1110-1200 Scientific Intelligence  
 - - - - -  
 1300-1330 Reading and Review  
 1350-1400 Film: What America Stands For  
 1400-1500 Briefing for American Thesis  
 1510-1630 Film: Five Goals of U. S. Foreign Policy

4th day 0900-0950 Computer Services

THE INTELLIGENCE PROCESS - PRODUCTION

1010-1110 Intelligence Research Facilities  
 1130-1200 Study and Review  
 - - - - -  
 1225-1300 Film: Free Europe: Part II (Optional)  
 1300-1350 Indications Intelligence  
 1410-1440 CIA Organization Chart Exercise  
 1450-1520 Area Orientation Film: Africa  
 1530-1630 Area Survey - Africa

5th day 0900-0950 American Thesis Seminar I  
 1010-1100 Economic Intelligence  
 1120-1200 Geographic Intelligence  
 - - - - -  
 1300-1330 Study and Review  
 1330-1400 Area Orientation Film: Middle East  
 1420-1510 Area Orientation Film: South Asia  
 1515-1630 Area Survey: Middle East/South Asia

6th day 0900-0920 Study and Review  
 0925-0950 Review Seminar: CIA Organization  
 1010-1100 Photographic Intelligence  
 1110-1200 National Intelligence: Current  
 - - - - -  
 1300-1350 American Thesis Seminar II  
 1410-1440 Study and Review  
 1445-1515 Area Film: Southeast Asia  
 1515-1630 Area Survey: Far East/Southeast Asia

7th day 0900-1000 National Intelligence: Basic and Estimative  
 1010-1210 Film: The Intelligence Process

7th day - - - - -  
(cont.) 1300-1350 American Thesis Seminar III  
1410-1510 National Intelligence Exercise  
1530-1630 Study and Review

OPERATIONS

8th day 0900-0950 The Clandestine Services: Other Missions  
1010-1100 Technical Support of Operations  
1110-1200 Film: The Third Challenge: Unconventional Warfare

- - - - -  
1300-1410 Film: The Whistling Shrimp  
1430-1520 Discussion: The Whistling Shrimp and the  
Agency's Public Image  
1530-1630 Study: Review Questions

9th day 0900-0950 Counterinsurgency

SUPPORT

1010-1100 Support Structure of CIA  
1110-1200 Communications Support

- - - - -  
1300-1350 Dissemination  
1410-1510 Medical Support  
1530-1630 Security Support

10th day 0900-0950 Management in an Intelligence Agency  
1010-1100 Area Survey - Latin America  
1110-1200 Discussion Period

- - - - -  
1300-1350 Review Seminar  
1410-1515 Examination  
1530-1630 Administration

# **ADVANCED MANAGEMENT PROGRAM HARVARD UNIVERSITY**

Editor's Note: This is the eighth in a series of articles on Senior Officer Schools. The next article, and last of the series, will be on the [REDACTED]

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A CIA "Senior Executive Officer," the comptroller of a lawn mower and bicycle manufacturing company, the Chief of the Secret Police of Indonesia, a cheese manufacturer from South Africa, Vice-President of the Eastern Region of Lockheed, Captain of the carrier USS Coral Sea, Chief Economist for the Arabian American Oil Company, and manager of a Mexican plywood company -- add about 140 other diverse occupations, nationalities, and individuals and you have the make-up of the typical Advanced Management Program (AMP) class at Harvard. (In the program, 60-65% of the participants are from large and small private companies in the United States and Canada. Typically, 15-20% are from firms in other parts of the world. Another 15-20% represent military and civilians of the U.S. Government.) Add to this group, lectures, formal and informal discussion groups, seminars, case studies, and business games under the direction of eight leading educators, and you have the structure of this unique educational program.

At some point in his development, almost every executive needs to increase his skills in planning, organizing, and formulating long-range policies. He may wish to understand more clearly the meaning for his organization of salient trends in a rapidly changing environment - technical, economic, political, and social. Or he may need the opportunity to formulate more clearly his own personal values and those attitudes which will condition his behavior as a leader.



The AMP is designed to help the executive meet such needs or opportunities. It aims at developing a general management viewpoint in which the organization is seen as an entity. It seeks to increase skills in planning the strategy in formulating policy for, and in organizing domestic and worldwide organizations. Specific goals are outlined in the catalog as follows:

- OBJECTIVES**
- to gain an understanding of the processes of management; the internal communication process, control systems, financial flows, planning processes, and formal and informal organization systems.
  - to develop increased competence in the area of corporate long-range planning and in business policy formulations in a world setting.
  - to gain understanding of the role of the top administrator in managing his organization, appraising executive performance, providing leadership for his organization, and in dealing with external groups.
  - to gain understanding of the role of business in society, its responsibilities and its relationships to employees, stockholders, Government agencies, and to the community.

The topics that are covered in the course are:

- COURSE AREAS**
- Business Policy: the leadership role of top management in developing basic strategies and major policies of the organization.
  - Administrative Practices: human aspects of administration relevant to high levels of management; the communication process, the individuals, the group and the relations of one group to another; motivation, responsibility, authority, power and influence.
  - Accounting and Financial Policy: basic accounting concepts and the development and interpretation of data for appraisal, decision-making, and communication; estimating and financing short and long-term needs for funds; proper allocation of capital.
  - Marketing Management: analysis of market demand; the design and evaluation of marketing programs.

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Course Areas (cont'd)

Labor Relations: the range of problems in labor relations from the supervisory to top-management levels; public policy issues.

Business and the World Society: national and international monetary and fiscal policies; antitrust problems, business and government relationships, and ethical issues facing corporate management.

Business History: the role of the business leader in historical perspective; business as an instrument of change.

The Advanced Management Program is given twice a year, in February and in August, and runs for thirteen weeks. Currently the Agency's candidates must be in Grade GS-15 or above and must be between 36 and 50 years of age. Like students who attend other Senior Officer Schools, nominations for AMP are made by a Deputy Director to the Agency's Training Selection Board, and are made at least a year in advance of the date of the program. The Board reviews applications, interviews candidates (if they are available at Headquarters), and submits its recommendation of the Agency's nominee to the DDCI for final approval.

Since 1952 the Agency has sent 27 representatives. Many have submitted reports on the program, all of which are most favorable. Matters of the organization of the course, the material that is presented in it, the way in which a CIA representative is expected to present himself and the Agency, the advantages of working and studying with representatives of other agencies of the Government and with American and foreign businessmen have all been summarized in these reports. About the substance of the course and the stimulation it provided him, one employee wrote:

"The course is beautifully organized, expertly presented, and a stimulus for even the brightest in the class. But the purpose, I'm sure, is not primarily to teach business. It's to challenge you to think in new dimensions; to preserve an open, inquiring mind; and to sharpen your sensitivity for the accelerating changes that the world of tomorrow must inevitably force upon us."

About their identification with CIA in relationship with other students in the class (the CIA man, although recorded in the yearbook as a

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Senior Executive Officer, United States Government, is registered and known as CIA by the staff and students of AMP), the comments of two representatives read:

"During the program a custom evolved which required each student to give one or more short presentations on his company and what he did in his company. I found that all the students were extremely interested in CIA and I think that any student who goes to this course should prepare himself beforehand for such a presentation. It can be done and done well without disclosure of classified information."

"... The class members were inclined to be quite frank in discussions of company problems which information would never be found in an annual report or other company public issuance... I used, as source material, the various public addresses of the DCI and recognized public books on CIA and the national security function. I was able to speak quite openly and freely concerning the mission of CIA without revealing material that should not be publicly discussed. The class members showed extreme interest and clearly recognized that there were many questions to which I could not respond... Of importance was the realization that the problems of management in business were generally similar to those in government."

Yet another employee compared the program to "a religious retreat" and as an "opportunity to free oneself from the demands of 'getting the job done' and to consider only the theory of management as a science."

The Advanced Management Program is one of several management programs in which the Agency is interested. Harvard has another course, the Program for Management Development, which is an intensive course for mid-level managers. It includes studies of general management, human behavior, finance, major problems facing business administrators, and the role of business in the national economy. It is usually sixteen weeks long, beginning, like AMP, in late August and in January. The Agency's representative must be Grade GS-13 or above and, again, is chosen by the Agency's Training Selection Board.

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# NON-AGENCY TRAINING

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In this section on Non-Agency Training there is information on courses or programs of possible interest in the professional development of Agency employees. The fact that a course or program appears here does not necessarily mean the Agency will pay for an employee attending it. Agency sponsorship is based on job-orientation and professional need and requires official approvals. Additional information on these and other external courses and programs is available through the Admissions and Information Branch, Registrar Staff, [REDACTED]

Application for Agency-sponsorship is made on Form 136, "Request for Training at non-CIA Facility," which is sent through the Training Officer to the External Training Branch, 835, 1000 Glebe. There are certain conditions, however, under which Form 136 must be sent to ETB through the Central Cover Staff. These are: (a) if an applicant is presently under authorized cover, (b) if an applicant has been under authorized cover within the last six months, or (c) if an applicant anticipates that he will be under authorized cover before the termination of the requested training. ETB's enrollment deadlines are shown for some of the programs.

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An employee who wants to take an external course at his own expense makes his own arrangements in accordance with provisions in [REDACTED] "Unofficial Courses of Instruction."

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VOLUNTEER ENGLISH  
TEACHERS PROGRAM  
FOR WIVES OF FOREIGN  
SERVICE PERSONNEL  
(Var. Mar through Dec)

The Volunteer English Teachers (VETS) Program is being given by the Foreign Service Institute for wives of Foreign Service Officers in State, USIS, and AID, who are anticipating an overseas assignment. The program provides useful information on world-wide English teaching needs, the contribution wives can make by participating as volunteers and some of the benefits they may derive from such participation. The major emphasis of the program is on how to teach English as a second language. The schedule for 1965 is:

March 8-12	August 23-27
April 5-9	September 20-24
May 3-7	October 18-22
May 31 - June 4	November 15-19
June 28 - July 2	December 13-17
July 26-30	

FAR EASTERN AND  
SOUTHEAST ASIAN  
LANGUAGES, YALE  
UNIVERSITY  
(Summer '65)

The Summer Language Institute at Yale University is offering courses in Far Eastern and Southeast Asian languages from 21 June through 27 August. Courses will be Chinese (Mandarin), Cantonese, Japanese, Burmese, Tagalog, Thai, and Vietnamese.

Inquiries about enrollment for summer work in Far Eastern and Southeast Asian languages should be addressed to the Summer Language Institute, Registrar, Mrs. Ruth A. Armstrong, 107 Hall of Graduate Studies, Yale University, New Haven, Connecticut. For further information call [REDACTED] AIB/RS/TR, on extension [REDACTED]

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NEAR AND MIDDLE  
EASTERN LANGUAGES,  
UNIV. OF MICHIGAN  
(Summer '65)

The 1965 Inter-University Summer Program of Near and Middle Eastern Languages will be held at the University of Michigan during the second half of the University's Spring-Summer term. Registration is 24-26 June. The term is from 28 June to 31 August.

The program provides intensive language courses and non-intensive language and linguistic courses. The intensive courses are Arabic, Berber, Pashto, Persian, Avestan, Sanskrit, Pali and Prakrit.

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Graduate students may request information and application forms for both admission and fellowships from The Director, Center for Near Eastern and North African Studies, 144 Lane Hall, University of Michigan, Ann Arbor, Michigan. Undergraduate students should direct their admission inquiries to The Director of Admissions, 1220 Student Activities Building, University of Michigan, Ann Arbor, Michigan. For further information call [REDACTED] AIB/RS/TR, on extension [REDACTED]

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FINANCIAL  
MANAGEMENT FOR  
OPERATING EXECUTIVES  
15-16 Mar  
14-15 Jun

This is a CSC program designed to explore the nature of the line manager's financial responsibilities and the financial aspects of total management, to examine the management uses of the budget process and its relationship to planning and programming, and to show how financial data can be integrated into the management information system and used to sharpen management issues for decision making purposes. Participants must be in grade GS-14 and above.

ETB nominations: four weeks in advance.

BEHAVIORAL  
SCIENCE RESEARCH  
FOR MANAGEMENT  
24-26 Mar

This is a CSC course primarily for executives who have broad administrative responsibilities in the Federal Government. (A participant must be in grade GS-15 or above.) Topics to be presented during the three days include science research in management, implications of research in the behavioral sciences for managers, administrative leadership, group behavior, dynamics of organizational change, the systems concept in behavioral science research and the future.

ETB nominations: five weeks in advance.

STATISTICAL METHODS  
FOR FEDERAL  
EXECUTIVES  
9 Mar - 15 Apr  
(Var. days)

This orientation and appreciation course is offered by the Graduate School, U.S.D. A. and is designed for the non-statistician who is in a position to use statistical results in planning and problem-solving. The objectives of the program are to help the participant gain an understanding of the development and

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growth of statistical theory and methods in government, to explore the ways in which modern statistical theories and practices can be used in dynamic management, and to gain sufficient statistical background to enable him to communicate with specialists in the field and to interpret their reports. Two hour seminar sessions are held twice weekly for a total of twelve sessions: from 9 March through 15 April on Tuesday and Thursday from 9:30 to 11:30 a.m.

Participation is open to executives at the GS-13 (or equivalent) level and above.

EMPLOYEE  
MOTIVATION  
SEMINAR  
11 - 12 Mar

This CSC Seminar is designed to provide insight into the employee-motivation. The topics among those to be covered by the use of lectures, case studies, group discussions and assigned readings are The Evolution of Motivation: An Historical Perspective, The Bases of Motivation, Psychoanalytic Theories, Divergent Views of Employee-Motivation, Ethical Considerations, and Incentive Programs in the Federal Government.

Personnel officers, supervisors and managers in grades GS-12 through 15 (or equivalent) are eligible to attend.

ETB nominations: 17 February.

AUTOMATIC DATA  
PROCESSING SYSTEMS  
ANALYSIS SEMINAR  
17 Mar - 5 May

This seminar, given by the CSC, is preceded by the 1-week ADP Orientation (optional) which provides an overview of the management uses and potentialities of ADP. The eight sessions of the Systems Analysis Seminar will deal with basic techniques of ADP systems and the concepts underlying the use of the techniques. The program begins with a half-day session, which is followed by seven full-day (Wednesday) sessions at weekly intervals. Participants must be in grade GS-9 and above.

ETB nominations: four weeks in advance.

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EXECUTIVE WORKSHOP  
IN ADP PROGRAMMING

1 - 5 Mar

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The Workshop, offered by the CSC, is specifically designed for Federal executives who need a fuller understanding of the basic concepts and techniques of digital computer programming. It is a highly condensed, fast-moving course with most of the time devoted to technical detail. Participants will learn about the stored program concept, flow-charting and diagramming, computer words, data words and instruction words. Participation is open to persons GS-15 and above. Prior attendance at an Executive Seminar in ADP or equivalent knowledge, although not absolutely essential, will be helpful.

COURSES OFFERED  
BY UNITED STATES  
ARMY MANAGEMENT  
ENGINEERING  
TRAINING AGENCY  
(Rock Island, Ill.)

The following courses are being offered by AMETA at Rock Island, Illinois. If you need more details on a course, call [REDACTED]

PERT/COST - 1-5 Mar, 22-26 Mar, 26-30 Apr,  
10-14 May, 28 Jun - 2 Jul.

MIDDLE MANAGEMENT SEMINAR - 1-12 Mar,  
22 Mar - 2 Apr, 5-16 Apr, 26 Apr - 7 May,  
17-28 May, 7-18 Jun.

SYSTEMS AND PROCEDURES ANALYSIS - 1-12  
Mar, 5-16 Apr, 3-14 May, 7-18 Jun.

PROBABILISTIC METHODS IN OPERATIONS  
RESEARCH - 1-19 Mar.

FINANCIAL MANAGEMENT FOR MANAGERS -  
15-19 Mar, 17-21 May.

PERT/COST APPRECIATION - 15-19 Mar,  
12-16 Apr.

AUTOMATIC DATA PROCESSING APPRECIATION - 22-26 Mar, 14-18 Jun.

STATISTICAL QUALITY CONTROL - 1-12 Mar,  
22 Mar - 2 Apr, 19-30 Apr, 17-28 May,  
7-18 Jun.

DESIGNING QUALITY PROGRAMS - 29 Mar -  
2 Apr, 7-11 Jun.

WORK PLANNING AND CONTROL APPRECIATION - 29 Mar - 2 Apr, 7-11 Jun.

ETB nominations: five weeks in advance.

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AMETA COURSES  
SPONSORED BY  
BUREAU OF BUDGET  
(in D. C.)

AMETA is conducting the following courses, sponsored by the Bureau of the Budget, for Federal employees in the Washington area:

- 24-26 Feb      The Preparation of Data Processing Profitability and Application Studies - This is a workshop in which there are discussions on the considerations relative to purpose and scope of the profitability study and the application study, and on the techniques used in profitability and application studies and installed systems of management. It is designed for executives responsible for decisions on these subjects. Priority will be given to personnel in grade GS-14 and above (and their equivalent).
- ETB nominations: 10 February.
- 1-12 Mar      Management Statistics - This course is designed to provide an understanding of statistical concepts and reasoning as well as facility in the use of established statistical techniques in the collection, presentation, analysis and evaluation of management data. It is designed for management, budget, manpower and program analysts, planners, review and analysis personnel, and for administrative officers. Satisfactory performance is not likely without a facility in fundamental algebra.
- ETB nominations: 15 February.
- 22 Mar - 23 Apr      Work Methods and Standards - This course is designed for the person who has to perform the duties of a technician in sound methods and standards program. Thorough grounding is provided in the various techniques employed in methods study and work measurement. Enrollees should prepare for the course by reviewing the fundamental computations covered in basic arithmetic and simple algebraic symbolism.
- ETB nominations: 1 March.

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10 - 28 May

Work Planning and Control - This is a basic technique course designed to provide a knowledge of the principles and fundamentals of sound work-planning and control as applied to various types of activities. The importance, interrelationships, and techniques of forecasting, work authorization, product and process planning, material control and management, tool control, routing, scheduling and loading, dispatching, progress reporting and corrective action are discussed.

ETB nominations: 15 April.

PERT  
TRAINING  
COURSES

The following courses in Program Evaluation and Review Technique (PERT) are being offered at the PERT Orientation and Training Center, Washington, D. C.:

Management Training Workshop - Participants will obtain a working understanding of the network discipline and information systems structure. Lectures and films are alternated with workshop sessions using simulation exercises and case problems to illustrate the application of the principles of PERT not only in government contracting but also in the everyday planning, scheduling, and control of small staff projects.

8-12 Mar, 22-26 Mar, 5-9 Apr, 18-23 Apr, 3-7 May, 17-21 May, 14-18 Jun, 21-25 Jun.

ETB nominations: three week in advance.

Middle Management Orientation - This course is primarily intended for middle management personnel who cannot attend the 40-hour PERT course. It covers planning, scheduling, and control techniques required in Government contracting, and gives demonstrations how the program fund management techniques, including PERT Time and Cost, Program Definition and Line-Of-Balance, are used to reduce time and cost in small and medium-size projects.

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2, 16, 30 Mar, 13, 27 Apr, 11, 25 May, 8, 29 Jun  
(one day)

ETB nominations: three weeks in advance.

Orientation - Executives - The objective of this program is to familiarize executives of the Government and industrial organizations contractually concerned with the concepts and uses of PERT as a systematic approach to the decision-making process. Emphasis is on the principles of PERT and their managerial implications rather than on the mechanics of the techniques themselves.

4 Mar, 2 Apr, 29 Apr, 14 May, 11 Jun (1/2 day - 0900-1200)

ETB nominations: three weeks in advance.

# OTR CALENDAR

THE NEXT COURSE IS SCHEDULED - - -

Administrative Procedures (full time) . . . . . 15 - 26 Mar  
Advanced Operations Seminar (full time) . . . . . 5 - 16 Apr  
Air Operations (full time) . . . . . 1 - 25 Jun  
Americans Abroad Orientation . . . . . Discontinued  
Anti-Communist Operations (part time) . . . . . 19 Apr - 7 May  
Basic Country Survey of USSR (see USSR)  
Budget & Finance Procedures (full time) . . . . . 26 Apr - 14 May  
Chiefs of Station Seminar (part time) . . . . . 23 Feb - 12 Mar  
China Familiarization (full time) . . . . . 24 - 28 May  
CIA Review (part time) . . . . . 9 Mar  
Clandestine Scientific & Technical Operations (full time) . . 10 - 28 May  
Clandestine Services Name Check (full time) . . . . . 22 - 26 Mar  
Clandestine Services Records Officer Course (part time) . . 29 Mar - 2 Apr  
Clandestine Services Review (full time) . . . . . 5 - 14 Apr  
Clerical Refresher (part time) . . . . . 22 Mar - 16 Apr  
Communism - Introduction to (full time) . . . . . 15 - 26 Mar  
Communist Party Organization & Operations (part time) . . 29 Mar - 16 Apr  
Conference Techniques (part time Monday & Wednesday) . . Not scheduled  
Counterintelligence Familiarization (full time) . . . . . 1 - 12 Mar  
Counterintelligence Operations (full time first five days;  
part time remainder) . . . . . 29 Mar - 16 Apr  
Covert Action Operations (part time) . . . . . 10 - 28 May  
[REDACTED] . . . . . 22 Mar - 2 Apr  
[REDACTED] . . . . . Not scheduled  
Dependents Briefing . . . . . (To be announced - see page 3)  
Effective Speaking (part time Monday & Wednesday) . . . . 15 Mar - 21 Apr  
Geography of USSR (see USSR)  
Information Reporting, Reports, Requirements (full time) . . 1 - 19 Mar  
Information Reports Familiarization (full time) . . . . . 29 Mar - 2 Apr  
Instructor Training (full time) . . . . . On request  
Intelligence, Introduction (full time) (JOTs only) . . . . . 22 - 26 Mar  
Intelligence, Introduction (full time) (All Agency) . . . . . 1 - 12 Mar  
Intelligence Production (full time) (JOTs only) . . . . . 26 Apr - 18 Jun  
Intelligence Research (Map & Photo) . . . . . Not scheduled  
Intelligence Research Techniques (part time) . . . . . 26 Apr - 21 May  
Intelligence Review (full time) . . . . . 26 Apr - 7 May

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Intelligence Techniques (full time) (JOTs only) . . . . .	23 Feb - 12 Mar
Introduction to Clandestine Services (JOTs only) . . . . .	19 - 23 Apr
Introduction to Communism (see Communism)	
Management GS 11-14 (full time at [REDACTED]) . . . . .	28 Feb - 5 Mar
Management: Senior Seminar, for GS-15 and above (full time) . . . . .	16 - 21 May
Maritime Operations (full time) . . . . .	On request
Midcareer Executive Development (full time). . . . .	2 May - 11 Jun
Operations (full time) (JOTs only) . . . . .	15 Mar - 15 Jul
Operations Familiarization (full time) . . . . .	15 Mar - 23 Apr
Operations Support (full time). . . . .	29 Mar - 23 Apr
Paramilitary Operations (Basic) (full time). . . . .	2 Aug - 24 Nov (tent)
Project USEFUL (full time) . . . . .	25 - 26 May
Supervision (GS 5-10) (full time) . . . . .	25 - 31 Mar
Training Assistants Orientation . . . . .	24 Feb
Training Officers Orientation . . . . .	4 - 5 May
USSR Basic Country Survey (full time) . . . . .	29 Mar - 9 Apr
USSR Geography (part time) . . . . .	Not scheduled
Writing Workshop	
Basic (part time Tuesday & Thursday) . . . . .	20 Apr - 13 May
Intermediate (part time Monday & Wednesday). . . . .	19 Apr - 12 May
Correspondence . . . . .	Begins after

## LANGUAGE CLASSES

Scheduled

**Luganda:**

Basic (pt-216 hrs) - R - 9 mos

7 Jun 65 - 4 Feb 66

**French, Spanish, Italian, Portuguese:** (Classes begin the first Monday of each month)

Basic (ft-800 hrs) - RSW - 20 wks

Inter. (ft-400 hrs) - RSW - 10 wks

Basic (pt-100 hrs) - RSW - 3 phases - 10 wks each

Inter. (pt-60 hrs) - RSW - 3 phases - 10 wks each

On Request

There is no schedule for the following courses. Instruction can be arranged, however, on request: Albanian, Bulgarian, Czech, Greek, Indonesian, Hungarian, Japanese, Lingala, Polish, Romanian, Serbo-Croatian, Swahili, Turkish, and Vietnamese. Call extension [REDACTED] to schedule instruction.

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VOLUNTARY LANGUAGE TRAINING PROGRAM

Spring-Summer Semester (pt) (before and after hrs) 22 Mar - 6 Aug 65

# Directory of Training Officers

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SENIOR DDI  
TRAINING DDP  
OFFICERS DDS&T  
DDS

2E-52  
3C-29  
3E-30  
7D-10

TRAINING DCI  
OFFICERS O/DCI  
O/IG  
Inspection Staff  
Audit Staff  
General Counsel  
Cable Sec  
O/BPAM

7E-07  
7D-49  
2519 Qtrs. I  
7D-07  
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DDI  
O/DDI  
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4F-29  
7E-47  
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6G-29  
2400 Alcott Hall

ONE  
OCI  
OBI



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STATSPEC

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Medical  
Personnel  
  
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OSI

402 1717 H  
506 1717 H  
414 1717 H  
  
7D-10  
GA-08  
GA-08  
225 So. Bldg.  
1311 Qtrs. I  
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4E-71  
4E-71  
839 1000 Glebe

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